

**THE INFLUENCE OF ISLAMIC LEADERSHIP STYLE, MOTIVATION
AND WORK DISCIPLINE ON EMPLOYEES PERFORMANCE
AT CAHAYA INSAN FOUNDATION BALI**



Submitted a Partial Fulfillment of the Requirements for Obtaining
Bachelor Degree of Management in Economic and Business Faculty

By:

AMMAR

B10A163003

**MANAGEMENT DOUBLE DEGREE
FACULTY OF ECONOMICS AND BUSINESS
MUHAMMADIYAH UNIVERSITY OF SURAKARTA**

2020



**FACULTY OF ECONOMICS AND BUSINESS
UNIVERSITAS MUHAMMADIYAH SURAKARTA**

Jl. A. Yani Tromol Pos 1 Pabelan, Kartasura, Telp.(0271)717417, Fax. 715448 Surakarta 57102
Website: <http://www.ums.ac.id> Email : Ums@ums.ac.id

PAGE OF AGREEMENT

The undersigned is the task of the final thesis supervisor.

Name : Dr. Jati Waskito SE., M.Si

Have a read and examined the thesis with the title :

**THE INFLUENCE OF ISLAMIC LEADERSHIP STYLE, MOTIVATION AND
WORK DISCIPLIN ON EMPLOYEES PERFORMANCE AT CAHAYA INSAN
FOUNDATION BALI**

By :

AMMAR

B10A163003

The signing argued that the thesis had fulfilled the requirement to be accepted.

Supervisor

Dr. Jati Waskito SE., M.Si

APPROVAL PAGE

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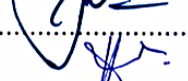
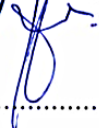
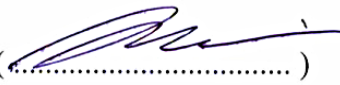
Written and composed by:

AMMAR

B10A163003

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Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh dari gaya kepemimpinan islam, motivasi, disiplin kerja terhadap kinerja karyawan di Yayasan Cahaya Insan Bali. Dalam penelitian ini, teknik pengambilan sampel yang digunakan adalah teknik purposive dimana total sampel 59 karyawan Yayasan Cahaya Insan. Analisis model yang digunakan adalah regresi berganda untuk mengetahui pengaruh dari gaya kepemimpinan islam, motivasi dan disiplin kerja terhadap kinerja karyawan. Hasil penelitian menunjukkan bahwa gaya kepemimpinan islam, motivasi dan disiplin kerja berpengaruh secara simultan signifikan terhadap kinerja karyawan. Hal ini dibuktikan dengan uji F dengan nilai signifikansinya 0.000. Selain itu, secara parsial gaya kepemimpinan islam tidak berpengaruh secara signifikan terhadap kinerja karyawan, sedangkan motivasi dan disiplin kerja secara parsial berpengaruh signifikan terhadap kinerja karyawan. Hal ini dibuktikan dengan uji T jika Thitung lebih kecil dari Ttabel maka hipotesis diterima.

Kata kunci : gaya kepemimpinan islam, motivasi, disiplin kerja, kinerja karyawan.

Abstract

This aims of this research were to analyze the influence of Islamic leadership style, motivation, Work discipline on the employees's performance at Cahaya Insan Foundation Bali. In this study, the sampling techniques used were purposive techniques in which a total sample of 59 employees of the Cahaya Insan Foundation. The analysis of the model used is multiple regression to determine the influence of Islamic leadership style, motivation and work discipline on employee performance. The results showed that the Islamic leadership style, motivation and work discipline were influenced simultaneously on the employee's performance. It is evidenced by the F-test with its significance value 0.000. Besides, the partially Islamic leadership style does not significantly influence the employee's performance, while motivation and work discipline partially affect the employee's performance. It is evidenced by the T-test if the Tcount is less than the Ttable then the hypothesis is acceptable.

Keywords : Islamic leadership style, motivation, work discipline, employees' performance.

1. INTRODUCTION

Human resources are one of the supporting factors of the organization, quality resources are needed in the growth and development of the organization, the quality of human resources can improve the quality of the organization. Human resources are strategies in the organization, having loyal and supportive human resources are something organization should have, purposely to make the organization maximum performance. Because with good performance theoretically can achieve a better level of employee career development (Siahaan et al., 2016).

Human resources are the main power of the organization or company. Order management activities go well, the company must have employees who are knowledgeable and highly skilled as well as efforts to manage the company as optimal as possible that the performance of employees increases (Hartley, J. 1991). As the main power, the human resource should represent the organization, employees should support the mission of the organization.

Good leadership has its style of how to manage the organization to make the organization running well, effective, and productive. Research conducted by Luis, et, al (2016); Purwanto (2015) Endang, et, al (2016); Eko (2013), Diana, et al (2016) leadership has a positive and significant impact on job satisfaction and performance.

Leadership function plays a dominant and crucial role in overall efforts to improve performance, at the individual, group and organizational levels. A person who occupies a position as a leader or managerial in an organization plays a very important role. It is not only internally for the organization but also in front of various parties outside the organization that all intended to improve the ability of the organization in achieving its goals. Reinke (2004) furthermore, Siagian (2001) argued that leadership is the core of management because the leader is the driving force for human resources and other natural resources. Leadership is an aspirational force, a force of morale, and a creative moral force, which capable of influencing the members to change attitudes.

Another factor that influences on employees performance is motivation, although the organization has a good leader it is not enough to gain the maximum potential from the employees. Action that employees take one of the factors is from

the motivation, Employee's work motivation, conceptually related to the employees' job satisfaction. Rivai (2008: 249) said that job satisfaction is a security feeling and has sides, such as (a) Social economy (the salary and social guarantee). (b) Social psychology (the chance to go forward, the chance to get the appreciation that is connected to the association between the staff or the staff to the boss.

Work motivation concept has been defined by Wexly and Yulk (1997) in Passolong (2008: 140), said that work motivation is giving support or something that forms the background of someone to do or the behavior. Then finally to be more specific confront by Hasibuan (2006: 163) stated motivation theory has sub-variables such as motive, expectancy, and incentive. The definitions are: (a) motive is a stimulus and activator to the people to work. Every motive has a specific goal to catch, (b) expectancy is a chance that is given because their behavior in catching the goal, (c) incentive is a stimulus to the staff by giving the price for them who has taken some achievements. So the spirit will increase because commonly a lot of people could receive a good thing only.

Work discipline has an important impact on organization. As a limit to the actions that employees will take in terms of time or other work activities that will produce effectiveness and productivity in work. Work discipline is also a reminder of what is being done and will be done, with organizational procedures and standards, so that the results are not far from the work conditions set by the organization. Work discipline can be defined as an attitude in honoring, respecting, obedience, and compliance with the regulations (Sastrohadiwirjo, 2003:294).

This research was conducted because Cahaya Insan Foundation is an organization that moved into education, especially Islamic boarding school. The location of Cahaya Insan Foundation is in Bali Province that the majority of religion is Hindu. As an Islamic organization in Bali, Cahaya Insan Foundation applies the Islamic leadership style that contains the value of Al-Qur'an and Sunnah. Besides that Islamic leadership style variables are still rarely used in research related to supporting employee performance.

This research is going to analyze whether there is a significant relationship between Islamic leadership style, motivation and work disciplines on employees

performance on Cahaya Insan Foundation. Therefore, the researcher is interested in researching about "The Influence of Islamic Leadership Style, Motivation and Work Disciplines on The Employees Performance at Cahaya Insan Foundation Bali ".

2. METHODOLOGY

This research uses a quantitative research approach, this research wants to analyze the effect of certain treatments on others and test the research hypothesis (Sugiyono, 2010: 33). This research used a quantitative approach with a descriptive analysis that uses multiple regression analysis techniques with the help of the Statistical Package for Social Sciences (SPSS).

The variables used by researchers in this study consisted of four variables. There are three independent variables (X) namely Islamic Leadership Style (X1), Motivation (X2) and Work Disciplines (X3). While for the dependent variable (Y) there is one variable, namely Employees Performance.

Data collection using a questionnaire by giving a set of questions to the research sample which is then answered by the sample to obtain information needed for research. This research used cluster sampling or cluster random sampling. This research came up with 59 respondents, with 42.4% of female respondents and 57.6% of male respondents.

3. RESULT AND DISCUSSION

3.1. Coefficient Determination Test

Table 1. Coefficient Determination Test Results (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.602	0.362	0.327	3.716

Sources: Processed data with SPSS 23, 2020.

The calculation result for R^2 value obtained in multiple regression analysis based on table 1 above, it obtained coefficient of determination of R^2 is 0.362. It means that 36.2% variations in employee performance variables can be explained by the Islamic leadership style, motivation and work discipline variable, while the rest of 63.8% is explained by other factors outside the model under study.

3.2. F Test

Table 2. Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	431.331	3	143.777	10.412	.000(b)
	Residual	759.516	55	13.809		
	Total	1190.847	58			

Source: Processed data with SPSS, 2020

Because of the information produced from the estimation of ANOVA with the SPSS program in the table 2 got F count = 10,412 and F table $df1/df2 = 3/59 = 8.55$ ($df1=k=3$; and $df2=n-k=59-3=56$). When contrasted with F tally with F table esteem can be seen that the factual trial of the dispersion F checks $> F$ table is $10,412 > 8.55$. Test outcomes can be seen additionally centrality of the sig. value $(0.000) < 0.05$, so the H_0 of this study is rejected or H_i is accepted. It means that the H_1 , H_2 , H_3 of the study are accepted.

3.3. Multiple Linear Regression

Table 3. Multiple Linear Regression Analysis

		Coefficients a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	<i>(Constant)</i>	11,227	5,583		2011	.499
	<i>Islamic Leadership Style</i>	-.011	.209	-.007	-.054	.957
	<i>Motivation</i>	.792	.208	.452	3,801	.000
	<i>Work Discipline</i>	.437	.163	.307	2,675	.010

Source: Processed data with SPSS, 2020

In table 3 shows that the value of Sig. The Islamic leadership style is 0.957 ($p > 0.05$), therefore the hypothesis is rejected, meaning that the Islamic leadership style variable does not significantly influence employee performance. For motivation shows that the value of significant is 0.000 ($p < 0.05$), therefore the hypothesis is accepted, meaning that the motivation variable has a significant positive effect on employee performance. For the work discipline variable, the data above shows the Sig value. 0.010 ($p < 0.05$) therefore the hypothesis is accepted, meaning that the

work discipline variable has a significant positive effect on employee performance. The equation of multiple regression linear can be structured as:

$$\text{Employees' Performance} = 11.227 - 0.011 \text{ Islamic Leadership Style} + 0.792 \text{ Motivation} + 0.437 \text{ Work Discipline} + e$$

3.4. Discussion

The aim of this study is to examine the influence of Islamic leadership style, motivation and work discipline on employees performance.

H1: Islamic Leadership Style has not positive effect on Employees' Performance at Cahaya Insan Foundation

From the result of the test, we can conclude that this hypothesis is supported because according to table above the result of regression model 1 indicates the t value for product quality is -0.054 with a significant of 0.957 and F-test outcomes on table with the sig. value 0.000. It can be concluded that Islamic leadership style partially has not positive effect on employee' performance but simultaneously has a positive effect on employee' performance. These results are the same based on Jannah, M., Suwardi, S., & Iriyanto, S. (2016) stated that Islamic leadership style has not positive effect on employee' performance. The opposite results from Sukwandi (2014) stated that the Islamic leadership style has a significant influence on employee' performance.

H2: Motivation has a positive significant effect on Employees' Performance at Cahaya Insan Foundation.

From the result of the test, we can conclude that this hypothesis is supported because according to table above the result of regression model 1 indicates the t value for motivation is 3.801 with significant of 0.000 and the F test outcomes on table with the sig. value 0.000. It can be concluded that motivation partially and simultaneously has a significant effect on employees' performance. It implied that if the Cahaya Insan Foundation wants to increase the value of employee' performance, they must consider improving the motivation. This implication supporting by Hersona, S., & Sidharta, I. (2017), which is motivation has a significant effect either partially or simultaneously on employee' performance. According Suwuh (2016) stated that

motivation has a positive significant effect on employee' performance partially and simultaneously.

H3: Work Discipline has a positive significant effect on Employees' Performance at Cahaya Insan Foundation.

From the result of the test, we can conclude that this hypothesis is supported because according to table 4.15 above the result of the regression model, 1 indicates the t-value for work discipline is 2.675 with significant of 0.010 and the F-test outcomes on the table 4.16 with the sig. value 0.000. It can be concluded that work discipline partially and simultaneously has a significant effect on employees' performance. It implied that if the Cahaya Insan Foundation wants to increase the value of employee performance, they must consider improving the work discipline. This implication supporting by Turang (2015) work discipline has a positive influence on employee' performance. According to Razak, A., Sarpan, S., & Ramlan, R. (2018) stated that work discipline has a positive significant effect on employee' performance.

4. CONCLUSION

4.1. Conclusion

Based on the results of the data analysis and the discussions above, the conclusions that have been constructed include Islamic Leadership Style has no significant effect on Employees' Performance at Cahaya Insan Foundation, while the Motivation and Work Discipline has a significant effect on Employees' Performance at Cahaya Insan Foundation.

4.2. Research Limitation

Throughout this study, the author has identified some limitations of this research, the research respondent is only the employee of Cahaya Insan Foundation. The variables of the study consist of four variables, including Islamic Leadership Style, Motivation, Work Discipline, and Employees' Performance. While there are still many factors that could influence the employees performance. The coefficient regression result only showed 36.2% variations in employee' performance variables can be explained by the Islamic leadership style, motivation and work discipline variable, while the rest of 63.8% is explained by other factors outside the model under study. Research

limitations in terms of ability and experience, because researchers see the data only using a questionnaire, so researcher cannot reveal all the facts in this study appropriately. Thus, the conclusions drawn are limited only to the results of data acquisition.

4.3. Suggestion

Relying on the limitations that have been identified above, the writer has some suggestions. Firstly for further research, Add the variable examined. Identify with other variables that is actually influencing the employees' performance. The further researcher could use another framework, method to analyze employees' performance and resource data by primary data. Secondly for Cahya Insan Foundation, Cahaya Insan Foundation leaders create a special system or governance for employees aimed at increasing professionalism at work and organization. Because from the research found that in partial, Islamic leadership style has no significant. Cahaya Insan Foundation make discipline as a culture and be firm in determining policy, so there is no envy among employees and employees can be more responsive to their job. Cahaya Insan Foundation to compete with public school, make the minimum salary based on government policy (UMR) to their lecturer. Because Cahaya Insan is a private Foundation, needed a good quality by increasing employees' motivation.

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